

**360° FEEDBACK
1999 AND 2000**

	<u>1999</u>	<u>2000</u>
Leadership	8.5	8.4
Skills	8.6	8.1
Client Communication	8.3	8.5
Public Relations Skills	8.8	8.8
Confrontation	8.0	8.0
Delegation	8.1	8.3
Management	8.3	8.4
Staff Development	8.3	8.4
Internal communication	8.3	8.1
Teamwork	8.8	8.8
Business Acumen	8.4	8.7
Total	8.4	8.4



000464

MEMORANDUM

TO: Branch

FROM: Doug Baillie

DATE: October 11, 2000

RE: 360° Feedback

It has been two years since I arrived in Cincinnati. I would appreciate your input on my performance. Please rate me on a scale of 1 to 10 on the below categories. I will use this to help modify my performance and compare on a year to year basis to see what my progress is. This will be totally anonymous. Simply write the score 1 through 10 with 10 being the highest on this memo. Thank you in advance for your feedback.

25 (2) (209)
 8.4 Leadership 11089978 853/099/099989109 Management 8.4 (25) (20) 6888
 14 (2) (196)
 8.1 Skills 88848885388810898991010 Staff Development 8.4 (25) (20) 8889
 8.5 Client Communication 1085998910889810 Internal Communication 8.1 (25) (20) 8887
 219 25 (2) 97999988810
 8.8 Public Relations Skills 107591091010988106 Teamwork 8.4 (25) (20) 6888
 174 23 (2) 978199786279998897108 Business Acumen 8.7 (24) (23) (16) 9188
 8.0 Confrontation 141 23 (2) 978199786279998897108
 8.3 Delegation 18988687997109889710

Comments: (Optional) _____

2000

360° (Backup) *For*

Feedback

000465

MEMORANDUM

TO: Branch

FROM: Doug Baillie

DATE: October 11, 2000

RE: 360° Feedback

It has been two years since I arrived in Cincinnati. I would appreciate your input on my performance. Please rate me on a scale of 1 to 10 on the below categories. I will use this to help modify my performance and compare on a year to year basis to see what my progress is. This will be totally anonymous. Simply write the score 1 through 10 with 10 being the highest on this memo. Thank you in advance for your feedback.

Leadership	<u>10</u>	Management	<u>9</u>
Skills	<u>8</u>	Staff Development	<u>9</u>
Client Communication	<u>9</u>	Internal Communication	<u>9</u>
Public Relations Skills	<u>9</u>	Teamwork	<u>9</u>
Confrontation	<u>7</u>	Business Acumen	<u>8</u>
Delegation	<u>9</u>		

Comments: (Optional)

- good proactive + strategic leadership
- Excellent balance in branch recognition
of contributions to results
- great job of keeping a positive message/
culture even though profit is negative

000466

MEMORANDUM

TO: Branch

FROM: Doug Baillie

DATE: October 11, 2000

RE: 360° Feedback

It has been two years since I arrived in Cincinnati. I would appreciate your input on my performance. Please rate me on a scale of 1 to 10 on the below categories. I will use this to help modify my performance and compare on a year to year basis to see what my progress is. This will be totally anonymous. Simply write the score 1 through 10 with 10 being the highest on this memo. Thank you in advance for your feedback.

Leadership	<u>9</u>	Management	<u>10</u>
Skills	<u>8</u>	Staff Development	<u>9</u>
Client Communication	<u>8</u>	Internal Communication	<u>10</u>
Public Relations Skills	<u>9</u>	Teamwork	<u>10</u>
Confrontation	<u>9</u>	Business Acumen	<u>10</u>
Delegation	<u>7</u>		

Comments: (Optional) You do a great job talking
to the staff throughout the office.

000467

MEMORANDUM

TO: Branch

FROM: Doug Baillie

DATE: October 11, 2000

RE: 360° Feedback

It has been two years since I arrived in Cincinnati. I would appreciate your input on my performance. Please rate me on a scale of 1 to 10 on the below categories. I will use this to help modify my performance and compare on a year to year basis to see what my progress is. This will be totally anonymous. Simply write the score 1 through 10 with 10 being the highest on this memo. Thank you in advance for your feedback.

Leadership	<u>10</u>	Management	<u>10</u>
Skills	<u>10</u>	Staff Development	<u>10</u>
Client Communication	<u>9</u>	Internal Communication	<u>10</u>
Public Relations Skills	<u>10</u>	Teamwork	<u>10</u>
Confrontation	<u>9</u>	Business Acumen	<u>10</u>
Delegation	<u>10</u>		

Comments: (Optional) Doug, Appreciate the way to
take an interest in each person and what
they are dealing with. Thank you for
taking the time to touch base with us.

Good Job

000468

MEMORANDUM

TO: Branch

FROM: Doug Baillie

DATE: October 11, 2000

RE: 360° Feedback

It has been two years since I arrived in Cincinnati. I would appreciate your input on my performance. Please rate me on a scale of 1 to 10 on the below categories. I will use this to help modify my performance and compare on a year to year basis to see what my progress is. This will be totally anonymous. Simply write the score 1 through 10 with 10 being the highest on this memo. Thank you in advance for your feedback.

Leadership	<u>9</u>	Management	<u>9</u>
Skills	<u>8</u>	Staff Development	<u>9</u>
Client Communication	<u>10</u>	Internal Communication	<u>8</u>
Public Relations Skills	<u>10</u>	Teamwork	<u>9</u>
Confrontation	<u>9</u>	Business Acumen	<u>9</u>
Delegation	<u>9</u>		

Comments: (Optional) IT HAS BEEN A PLEASURE

WORKING IN THE CINCINNATI OFFICE AND
FOR YOU. KEEP UP THE GREAT WORK.
Jim Mayhew

000469

MEMORANDUM

TO: Branch

FROM: Doug Baillie

DATE: October 11, 2000

RE: 360° Feedback

It has been two years since I arrived in Cincinnati. I would appreciate your input on my performance. Please rate me on a scale of 1 to 10 on the below categories. I will use this to help modify my performance and compare on a year to year basis to see what my progress is. This will be totally anonymous. Simply write the score 1 through 10 with 10 being the highest on this memo. Thank you in advance for your feedback.

Leadership	<u>8</u>	Management	<u>9</u>
Skills	<u>8</u>	Staff Development	<u>8</u>
Client Communication	<u>9</u>	Internal Communication	<u>9</u>
Public Relations Skills	<u>9</u>	Teamwork	<u>8</u>
Confrontation	<u>3</u>	Business Acumen	<u>10</u>
Delegation	<u>8</u>		

Comments: (Optional) Leadership and skills are strong. If possible,
would like to see more females and minorities in leader-
ship positions within the branch,

000470

MEMORANDUM

TO: Branch

FROM: Doug Baillie

DATE: October 11, 2000

RE: 360° Feedback

It has been two years since I arrived in Cincinnati. I would appreciate your input on my performance. Please rate me on a scale of 1 to 10 on the below categories. I will use this to help modify my performance and compare on a year to year basis to see what my progress is. This will be totally anonymous. Simply write the score 1 through 10 with 10 being the highest on this memo. Thank you in advance for your feedback.

Leadership	<u>10</u>	Management	<u>9</u>
Skills	<u>8</u>	* Staff Development	<u>5</u>
Client Communication	<u>8</u>	Internal Communication	<u>9</u>
Public Relations Skills	<u>9</u>	Teamwork	<u>10</u>
Confrontation	<u>7</u>	Business Acumen	<u>10</u>
Delegation	<u>9</u>		

Comments: (Optional) Needs Improvement in developing CSR's.

000471

MEMORANDUM

TO: Branch

FROM: Doug Baillie

DATE: October 11, 2000

RE: 360° Feedback

It has been two years since I arrived in Cincinnati. I would appreciate your input on my performance. Please rate me on a scale of 1 to 10 on the below categories. I will use this to help modify my performance and compare on a year to year basis to see what my progress is. This will be totally anonymous. Simply write the score 1 through 10 with 10 being the highest on this memo. Thank you in advance for your feedback.

Leadership	<u>8</u>	Management	<u>8</u>
Skills	<u>8</u>	Staff Development	<u>8</u>
Client Communication	<u>8</u>	Internal Communication	<u>7</u>
Public Relations Skills	<u>8</u>	Teamwork	<u>8</u>
Confrontation	<u> </u>	Business Acumen	<u>8</u>
Delegation	<u>8</u>		

Comments: (Optional) _____

000472

MEMORANDUM

TO: Branch

FROM: Doug Baillie

DATE: October 11, 2000

RE: 360° Feedback

It has been two years since I arrived in Cincinnati. I would appreciate your input on my performance. Please rate me on a scale of 1 to 10 on the below categories. I will use this to help modify my performance and compare on a year to year basis to see what my progress is. This will be totally anonymous. Simply write the score 1 through 10 with 10 being the highest on this memo. Thank you in advance for your feedback.

Leadership	<u>8</u>	Management	<u>6</u>
Skills	<u>7</u>	Staff Development	<u>9</u>
Client Communication	<u>7</u>	Internal Communication	<u>8</u>
Public Relations Skills	<u>8</u>	Teamwork	<u>6</u>
Confrontation	<u>8</u>	Business Acumen	<u>9</u>
Delegation	<u>8</u>		

Comments: (Optional) _____

000473

MEMORANDUM

TO: Branch

FROM: Doug Baillie

DATE: October 11, 2000

RE: 360° Feedback

It has been two years since I arrived in Cincinnati. I would appreciate your input on my performance. Please rate me on a scale of 1 to 10 on the below categories. I will use this to help modify my performance and compare on a year to year basis to see what my progress is. This will be totally anonymous. Simply write the score 1 through 10 with 10 being the highest on this memo. Thank you in advance for your feedback.

Leadership	<u>9</u>	Management	<u>9</u>
Skills	<u>9</u>	Staff Development	<u>8</u>
Client Communication	<u>9</u>	Internal Communication	<u>8</u>
Public Relations Skills	<u>10</u>	Teamwork	<u>9</u>
Confrontation	<u>9</u>	Business Acumen	<u>9</u>
Delegation	<u>9</u>		

Comments: (Optional) _____

000474

MEMORANDUM

TO: Branch

FROM: Doug Baillie

DATE: October 11, 2000

RE: 360° Feedback

It has been two years since I arrived in Cincinnati. I would appreciate your input on my performance. Please rate me on a scale of 1 to 10 on the below categories. I will use this to help modify my performance and compare on a year to year basis to see what my progress is. This will be totally anonymous. Simply write the score 1 through 10 with 10 being the highest on this memo. Thank you in advance for your feedback.

Leadership	<u>8</u>	Management	<u>8</u>
Skills	<u>8</u>	Staff Development	<u>8</u>
Client Communication	<u>8</u>	Internal Communication	<u>8</u>
Public Relations Skills	<u>8</u>	Teamwork	<u>8</u>
Confrontation	<u>8</u>	Business Acumen	<u>8</u>
Delegation	<u>8</u>		

Comments: (Optional) _____

000475

MEMORANDUM

TO: Branch

FROM: Doug Baillie

DATE: October 11, 2000

RE: 360° Feedback

It has been two years since I arrived in Cincinnati. I would appreciate your input on my performance. Please rate me on a scale of 1 to 10 on the below categories. I will use this to help modify my performance and compare on a year to year basis to see what my progress is. This will be totally anonymous. Simply write the score 1 through 10 with 10 being the highest on this memo. Thank you in advance for your feedback.

Leadership	<u>9</u>	Management	<u>9</u>
Skills	<u>8</u>	Staff Development	<u>8</u>
Client Communication	<u>9</u>	Internal Communication	<u>8</u>
Public Relations Skills	<u>9</u>	Teamwork	<u>9</u>
Confrontation	<u>9</u>	Business Acumen	<u>8</u>
Delegation	<u>9</u>		

Comments: (Optional) _____

000476

MEMORANDUM

TO: Branch

FROM: Doug Baillie

DATE: October 11, 2000

RE: 360° Feedback

It has been two years since I arrived in Cincinnati. I would appreciate your input on my performance. Please rate me on a scale of 1 to 10 on the below categories. I will use this to help modify my performance and compare on a year to year basis to see what my progress is. This will be totally anonymous. Simply write the score 1 through 10 with 10 being the highest on this memo. Thank you in advance for your feedback.

Leadership

9

Management

9

Skills

9

Staff Development

9

Client Communication

9

Internal Communication

9

Public Relations Skills

9

Teamwork

9

Confrontation

9

Business Acumen

9

Delegation

9

Comments: (Optional)

000477

MEMORANDUM

TO: Branch

FROM: Doug Baillie

DATE: October 11, 2000

RE: 360° Feedback

It has been two years since I arrived in Cincinnati. I would appreciate your input on my performance. Please rate me on a scale of 1 to 10 on the below categories. I will use this to help modify my performance and compare on a year to year basis to see what my progress is. This will be totally anonymous. Simply write the score 1 through 10 with 10 being the highest on this memo. Thank you in advance for your feedback.

Leadership	<u>8</u>	Management	<u>7</u>
Skills	<u>8</u>	Staff Development	<u>7</u>
Client Communication	<u>8</u>	Internal Communication	<u>7</u>
Public Relations Skills	<u>9</u>	Teamwork	<u>8</u>
Confrontation	<u>7</u>	Business Acumen	<u>8</u>
Delegation	<u>8</u>		

Comments: (Optional) _____

000478

MEMORANDUM

TO: Branch

FROM: Doug Baillie

DATE: October 11, 2000

RE: 360° Feedback

It has been two years since I arrived in Cincinnati. I would appreciate your input on my performance. Please rate me on a scale of 1 to 10 on the below categories. I will use this to help modify my performance and compare on a year to year basis to see what my progress is. This will be totally anonymous. Simply write the score 1 through 10 with 10 being the highest on this memo. Thank you in advance for your feedback.

Leadership	<u>7</u>	Management	<u>7</u>
Skills	<u>8</u>	Staff Development	<u>8</u>
Client Communication	<u>7</u>	Internal Communication	<u>7</u>
Public Relations Skills	<u>8</u>	Teamwork	<u>8</u>
Confrontation	<u>7</u>	Business Acumen	<u>7</u>
Delegation	<u>8</u>		

Comments: (Optional) _____

000479

MEMORANDUM

TO: Branch

FROM: Doug Baillie

DATE: October 11, 2000

RE: 360° Feedback

It has been two years since I arrived in Cincinnati. I would appreciate your input on my performance. Please rate me on a scale of 1 to 10 on the below categories. I will use this to help modify my performance and compare on a year to year basis to see what my progress is. This will be totally anonymous. Simply write the score 1 through 10 with 10 being the highest on this memo. Thank you in advance for your feedback.

Leadership	<u>8</u>	Management	<u>7</u>
Skills	<u> </u>	Staff Development	<u> </u>
Client Communication	<u>8</u>	Internal Communication	<u>6</u>
Public Relations Skills	<u>8</u>	Teamwork	<u> </u>
Confrontation	<u> </u>	Business Acumen	<u> </u>
Delegation	<u> </u>		

Comments: (Optional)

000480

MEMORANDUM

TO: Branch

FROM: Doug Baillie

DATE: October 11, 2000

RE: 360° Feedback

It has been two years since I arrived in Cincinnati. I would appreciate your input on my performance. Please rate me on a scale of 1 to 10 on the below categories. I will use this to help modify my performance and compare on a year to year basis to see what my progress is. This will be totally anonymous. Simply write the score 1 through 10 with 10 being the highest on this memo. Thank you in advance for your feedback.

Leadership	<u>9</u>	Management	<u>9</u>
Skills	<u>10</u>	Staff Development	<u>9</u>
Client Communication	<u> </u>	Internal Communication	<u>8</u>
Public Relations Skills	<u>8</u>	Teamwork	<u>10</u>
Confrontation	<u>8</u>	Business Acumen	<u>9</u>
Delegation	<u> </u>		

Comments: (Optional) _____

000481

MEMORANDUM

TO: Branch

FROM: Doug Baillie

DATE: October 11, 2000

RE: 360° Feedback

It has been two years since I arrived in Cincinnati. I would appreciate your input on my performance. Please rate me on a scale of 1 to 10 on the below categories. I will use this to help modify my performance and compare on a year to year basis to see what my progress is. This will be totally anonymous. Simply write the score 1 through 10 with 10 being the highest on this memo. Thank you in advance for your feedback.

Leadership	<u>9</u>	Management	<u>9</u>
Skills	<u>9</u>	Staff Development	<u>10</u>
Client Communication	<u>8</u>	Internal Communication	<u>8</u>
Public Relations Skills	<u>8</u>	Teamwork	<u>8</u>
Confrontation	<u>7</u>	Business Acumen	<u>8</u>
Delegation	<u>7</u>		

Comments: (Optional) _____

000482

MEMORANDUM

TO: Branch

FROM: Doug Baillie

DATE: October 11, 2000

RE: 360° Feedback

It has been two years since I arrived in Cincinnati. I would appreciate your input on my performance. Please rate me on a scale of 1 to 10 on the below categories. I will use this to help modify my performance and compare on a year to year basis to see what my progress is. This will be totally anonymous. Simply write the score 1 through 10 with 10 being the highest on this memo. Thank you in advance for your feedback.

Leadership	<u>10</u>	Management	<u>10</u>
Skills	<u>10</u>	Staff Development	<u>10</u>
Client Communication	<u>10</u>	Internal Communication	<u>10</u>
Public Relations Skills	<u>10</u>	Teamwork	<u>10</u>
Confrontation	<u>10</u>	Business Acumen	<u>10</u>
Delegation	<u>10</u>		

Comments: (Optional) _____

000483

MEMORANDUM

TO: Branch

FROM: Doug Baillie

DATE: October 11, 2000

RE: 360° Feedback

It has been two years since I arrived in Cincinnati. I would appreciate your input on my performance. Please rate me on a scale of 1 to 10 on the below categories. I will use this to help modify my performance and compare on a year to year basis to see what my progress is. This will be totally anonymous. Simply write the score 1 through 10 with 10 being the highest on this memo. Thank you in advance for your feedback.

Leadership	<u>8</u>	Management	<u>8</u>
Skills	<u>9</u>	Staff Development	<u>8</u>
Client Communication	<u>9</u>	Internal Communication	<u>7</u>
Public Relations Skills	<u>8</u>	Teamwork	<u>8</u>
Confrontation	<u>9</u>	Business Acumen	<u>5</u>
Delegation	<u>9</u>		

Comments: (Optional) _____

000484

MEMORANDUM

TO: Branch

FROM: Doug Baillie

DATE: October 11, 2000

RE: 360° Feedback

It has been two years since I arrived in Cincinnati. I would appreciate your input on my performance. Please rate me on a scale of 1 to 10 on the below categories. I will use this to help modify my performance and compare on a year to year basis to see what my progress is. This will be totally anonymous. Simply write the score 1 through 10 with 10 being the highest on this memo. Thank you in advance for your feedback.

Leadership	<u>9</u>	Management	<u>8</u>
Skills	<u>8</u>	Staff Development	<u>9</u>
Client Communication	<u>8</u>	Internal Communication	<u>8</u>
Public Relations Skills	<u>8</u>	Teamwork	<u>8</u>
Confrontation	<u>8</u>	Business Acumen	<u>8</u>
Delegation	<u>8</u>		

Comments: (Optional) _____

000485

MEMORANDUM

TO: Branch

FROM: Doug Baillie

DATE: October 11, 2000

RE: 360° Feedback

It has been two years since I arrived in Cincinnati. I would appreciate your input on my performance. Please rate me on a scale of 1 to 10 on the below categories. I will use this to help modify my performance and compare on a year to year basis to see what my progress is. This will be totally anonymous. Simply write the score 1 through 10 with 10 being the highest on this memo. Thank you in advance for your feedback.

Leadership	<u>9</u>	Management	<u>9</u>
Skills	<u>9</u>	Staff Development	<u>9</u>
Client Communication	<u>8</u>	Internal Communication	<u>8</u>
Public Relations Skills	<u>9</u>	Teamwork	<u>8</u>
Confrontation	<u>8</u>	Business Acumen	<u>9</u>
Delegation	<u>8</u>		

Comments: (Optional) _____

000486

MEMORANDUM

TO: Branch

FROM: Doug Baillie

DATE: October 11, 2000

RE: 360° Feedback

It has been two years since I arrived in Cincinnati. I would appreciate your input on my performance. Please rate me on a scale of 1 to 10 on the below categories. I will use this to help modify my performance and compare on a year to year basis to see what my progress is. This will be totally anonymous. Simply write the score 1 through 10 with 10 being the highest on this memo. Thank you in advance for your feedback.

Leadership	<u>9</u>	Management	<u>9</u>
Skills	<u>8</u>	Staff Development	<u>10</u>
Client Communication	<u>9</u>	Internal Communication	<u>9</u>
Public Relations Skills	<u>10</u>	Teamwork	<u>9</u>
Confrontation	<u>?</u>	Business Acumen	<u>10</u>
Delegation	<u>9</u>		

Comments: (Optional) _____

000487

MEMORANDUM

TO: Branch

FROM: Doug Baillie

DATE: October 11, 2000

RE: 360° Feedback

It has been two years since I arrived in Cincinnati. I would appreciate your input on my performance. Please rate me on a scale of 1 to 10 on the below categories. I will use this to help modify my performance and compare on a year to year basis to see what my progress is. This will be totally anonymous. Simply write the score 1 through 10 with 10 being the highest on this memo. Thank you in advance for your feedback.

Leadership	<u>3</u>	Management	<u>3</u>
Skills	<u>3</u>	Staff Development	<u>8</u>
Client Communication	<u>5</u>	Internal Communication	<u>5</u>
Public Relations Skills	<u>5</u>	Teamwork	<u>5</u>
Confrontation	<u>2</u>	Business Acumen	<u>5</u>
Delegation	<u>7</u>		

Comments: (Optional) _____

000488

MEMORANDUM

TO: Branch

FROM: Doug Baillie

DATE: October 11, 2000

RE: 360° Feedback

It has been two years since I arrived in Cincinnati. I would appreciate your input on my performance. Please rate me on a scale of 1 to 10 on the below categories. I will use this to help modify my performance and compare on a year to year basis to see what my progress is. This will be totally anonymous. Simply write the score 1 through 10 with 10 being the highest on this memo. Thank you in advance for your feedback.

Leadership	<u>5</u>	Management	<u>6</u>
Skills	<u>5</u>	Staff Development	<u>4</u>
Client Communication	<u>8</u>	Internal Communication	<u>3</u>
Public Relations Skills	<u>7</u>	Teamwork	<u>5</u>
Confrontation	<u>6</u>	Business Acumen	<u> </u>
Delegation	<u>8</u>		

Comments: (Optional) _____

000489

MEMORANDUM

TO: Branch

FROM: Doug Baillie

DATE: October 11, 2000

RE: 360° Feedback

It has been two years since I arrived in Cincinnati. I would appreciate your input on my performance. Please rate me on a scale of 1 to 10 on the below categories. I will use this to help modify my performance and compare on a year to year basis to see what my progress is. This will be totally anonymous. Simply write the score 1 through 10 with 10 being the highest on this memo. Thank you in advance for your feedback.

Leadership	<u>8</u>	Management	<u>8</u>
Skills	<u>8</u>	Staff Development	<u>9</u>
Client Communication	<u>10</u>	Internal Communication	<u>7</u>
Public Relations Skills	<u>10</u>	Teamwork	<u>8</u>
Confrontation	<u>8</u>	Business Acumen	<u>10</u>
Delegation	<u>6</u>		

Comments: (Optional) _____

000490

MEMORANDUM

TO: Branch

FROM: Doug Baillie

DATE: October 11, 2000

RE: 360° Feedback

It has been two years since I arrived in Cincinnati. I would appreciate your input on my performance. Please rate me on a scale of 1 to 10 on the below categories. I will use this to help modify my performance and compare on a year to year basis to see what my progress is. This will be totally anonymous. Simply write the score 1 through 10 with 10 being the highest on this memo. Thank you in advance for your feedback.

Leadership	_____	Management	_____
Skills	_____	Staff Development	_____
Client Communication	_____	Internal Communication	_____
Public Relations Skills	_____	Teamwork	_____
Confrontation	_____	Business Acumen	_____
Delegation	_____		

Comments: (Optional) _____

000491

MEMORANDUM

TO: Branch

FROM: Doug Baillie

DATE: July 12, 2001

RE: 360° Feedback

It has been three years since I arrived in Cincinnati. I would appreciate your input on my performance. Please rate me on a scale of 1 to 10 on the below categories. I will use this to help modify my performance and compare on a year to year basis to see what my progress is. This will be totally anonymous. Simply write the score 1 through 10 with 10 being the highest on this memo. I would very much like to hear your specific comments on how I am doing and any suggestions. Thank you in advance for your feedback.

Leadership	<u>6</u>	Management	<u>7</u>
Skills	<u>?</u>	Staff Development	<u>7</u>
Client Communication	<u>9</u>	Internal Communication	<u>7</u>
Public Relations Skills	<u>9</u>	Teamwork	<u>9</u>
Confrontation	<u>9</u>	Business Acumen	<u>8</u>
Delegation	<u>8</u>		

Comments: (Optional) Improved usability in branch is being noticed. I would like to see you expand your lunch schedule (non-Agent/client) to include branch staff of all levels to provide coaching, feedback and gain insight into job frustrations. Your leadership skills are improving!

000492

MEMORANDUM

TO: Branch

FROM: Doug Baillie

DATE: July 12, 2001

RE: 360° Feedback

It has been three years since I arrived in Cincinnati. I would appreciate your input on my performance. Please rate me on a scale of 1 to 10 on the below categories. I will use this to help modify my performance and compare on a year to year basis to see what my progress is. This will be totally anonymous. Simply write the score 1 through 10 with 10 being the highest on this memo. I would very much like to hear your specific comments on how I am doing and any suggestions. Thank you in advance for your feedback.

Leadership	<u>10</u>	Management	<u>10</u>
Skills	<u>9</u>	Staff Development	<u>10</u>
Client Communication	<u>10</u>	Internal Communication	<u>10</u>
Public Relations Skills	<u>9</u>	Teamwork	<u>10</u>
Confrontation	<u>7</u>	Business Acumen	<u>10</u>
Delegation	<u>10</u>		

Comments: (Optional)

Agency management could improve
By demanding more or asking more from
them. (Less CHUBB with Agents)

000493

MEMORANDUM

TO: Branch

FROM: Doug Baillie

DATE: July 12, 2001

RE: 360° Feedback

It has been three years since I arrived in Cincinnati. I would appreciate your input on my performance. Please rate me on a scale of 1 to 10 on the below categories. I will use this to help modify my performance and compare on a year to year basis to see what my progress is. This will be totally anonymous. Simply write the score 1 through 10 with 10 being the highest on this memo. I would very much like to hear your specific comments on how I am doing and any suggestions. Thank you in advance for your feedback.

Leadership	<u>9</u>	Management	<u>10</u>
Skills	<u>9</u>	Staff Development	<u>9</u>
Client Communication	<u>9</u>	Internal Communication	<u>9</u>
Public Relations Skills	<u>10</u>	Teamwork	<u>9</u>
Confrontation	<u>7</u>	Business Acumen	<u>10</u>
Delegation	<u>8</u>		

Comments: (Optional) I THINK you DO A GOOD JOB OF
IDENTIFYING THE PLAN, ^{WHERE} WE ARE AND WHERE WE
NEED TO GO - I APPRECIATE THAT you ALWAYS
MENTION WHAT WE ARE DOING RIGHT - EVEN IF
WE ARE FALLING SHORT - POSITIVE FEEDBACK IS SO MUCH
MORE ENCOURAGING THAN NEGATIVE -

THANKS -

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Leadership	<u>7</u>	Management	<u>8</u>
Skills	<u>7</u>	Staff Development	<u>9</u>
Client Communication	<u>9</u>	Internal Communication	<u>8</u>
Public Relations Skills	<u>9</u>	Teamwork	<u>7</u>
Confrontation	<u>6</u>	Business Acumen	<u>7</u>
Delegation	<u>8</u>		

Comments: (Optional) _____

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Leadership	<u>10</u>	Management	<u>9</u>
Skills	<u>10</u>	Staff Development	<u>7</u>
Client Communication	<u>9</u>	Internal Communication	<u>9</u>
Public Relations Skills	<u>10</u>	Teamwork	<u>9</u>
Confrontation	<u>8</u>	Business Acumen	<u>9</u>
Delegation	<u>8</u>		

Comments: (Optional) _____

000496